

FOLIO

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Francis Winspear brings \$2M to the (birthday) party

Faculty of Business to further its leadership role

Speakers at the Faculty of Business' 75th anniversary celebration had a captive audience but none more so than Francis Winspear.

A few days before the 25 November event, word went out that Dr Winspear's donation was likely to be the largest "cash" gift yet made by an individual living donor. Once past Deans had reviewed the numerous highlights in Faculty history and retiring professor Brian Williams was honoured for his years of teaching and for elevating the MBA program, the 88-year-old Dr Winspear, tall and as upright as the figure 1 in 1930, the year he came to the U of A, spoke at length about his time on campus and then announced that \$2 million will be given to the Faculty of Business for, in essence, the development of its human resources.

"I'm a great believer in the development of human resources," Dr Winspear told a large audience of University and business people. "We mustn't just sit back and wait for people to come to us to buy," he said, speaking about Canada and competitiveness. "We've got to have leadership."

Dr Winspear said that he wanted to create four fellowships and that the first two will be named after Eric Geddes and Alexander

Hamilton. Geddes, who was master of ceremonies for the celebration, is a former Chair of the University Board of Governors and a long-time supporter of the institution. Hamilton, who was in the audience, was in partnership with Dr Winspear and heard his colleague describe him as "one of the finest accountants Canada has produced." Both men were taught accounting by Dr Winspear.

The other two fellowships, which will also bear the names of individuals who have contributed immeasurably to the Faculty's success, will be designated later.

"It is fun to give money," Dr Winspear declared. Referring to the Faculty's 100th birthday, he said, "I'm getting fairly well on in life ... if they come to me for a gift, I'll make a condition that I don't have to make a speech."

"The University of Alberta is blessed with many friends. Among our many friends, Francis Winspear sets an outstanding leadership example," President Paul Davenport said. "One example of Francis Winspear's nobility is that he named the fellowships after others."

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Francis Winspear, a frequent visitor to the Faculty of Business, checks on recent developments with librarian Kathy West.

University committed to a policy of hiring on relevant qualifications, President Davenport states in annual report

"Critics of our [University of Alberta] employment equity program sometimes imply that it must necessarily lead to preferential hiring, in which hiring decisions are made on criteria other than the required qualifications for the job. They are simply wrong."

So writes says President Paul Davenport in "Annual Report of the President, 1990-91." (In his first report, entitled "Making Choices", the President deals with 1) Structural Change and Excellence in Teaching and Research, 2) Employment Equity, and 3) Community Relations.)

"I believe," he writes, "that proper policy and vigorous efforts in employment equity and community affairs are vital to the success of our academic mission, and to ensuring that the academic and budgetary choices we make strengthen our institution in the years ahead."

The University is committed to a policy of hiring on relevant qualifications, he emphasizes. "Our aspirations to fairness and equity undoubtedly fall short of our actions on occasion, and we need to continue to seek innovative ways to increase the pool of qualified candidates, to recruit aggressively, and to create a community in which all individuals are treated with equality and respect. I urge all in the University to become involved in this process, as an important element in our commitment to excellence in teaching and research."

He points out that one of the significant trends in higher education in North America in

the last 40 years has been a large increase in the number of female undergraduate students, to the point where they now slightly outnumber male students. A rise in the proportion of female enrollment and graduates at the graduate level has followed, albeit slowly. So it is that in the next couple of decades there will be notable growth in the proportion of female faculty at the U of A. "These new female faculty will be hired on the basis of their academic qualifications, and thus they will be outstanding teachers and scholars. They will serve as role models and advisors for female students seeking female faculty for guidance, encouragement, and academic supervision," President Davenport states.

"Attracting outstanding women to the University is in fact vital to our academic mission: if the University of Alberta is seen as an unattractive place for outstanding female scholars, for any reason, we cut ourselves off from a large and growing share of the best candidates for faculty positions."

He states that the University's approach to employment equity, as it relates to women in faculty positions, is to: work to increase the pool of PhD graduates; recruit aggressively in the national and international markets; work to create a community of equality and respect for all; and when the time comes to hire, hire the best qualified person.

President Davenport goes on to say that preferential hiring for female faculty is "both

unnecessary and inimical to the interests of women. It is unnecessary since women will win increasing numbers of University jobs over the next two decades because they are the best candidates for those jobs. The growth in female doctoral graduates over the past two decades and over the next two will provide us with a growing pool of outstanding female scholars. These graduates have survived one of the toughest intellectual tests our western society has, that of the modern PhD program, with its emphasis on a contribution to knowledge through research. These outstanding people did not need special advantages to get their degrees, and will not need preferential hiring to win faculty positions."

A pressing goal is to "do a better job in explaining our equity goals, and showing that they are fully supportive of our mission of excellence in teaching and research. We must continue to be able to disagree about ideas, but such disagreement should take place in a context of respect."

In the section on restructuring, the President says that because the academic world is always revolving, the University will be continually aiming at a moving target, "with the goal not of a single bull's-eye, but rather a process in which over the long haul we realize, however imperfectly, as many of our academic priorities as external circumstances and our own abilities permit."

He recommends that staff think of excellence in teaching and research as a journey, not a destination; and of strategic planning and structural change as a process, not a document.

"I have no doubt that the faculty of many universities on this continent would have risen up in outrage at the very idea of such structural changes, and done their best to prevent a rational examination of the proposals. Our staff reacted in the opposite manner: from the start the leaders in our academic community devoted their efforts to seeing that the proposals received fair and rigorous consideration at all levels of the approval process."

In surveying the University's relations with the public, the President says that perhaps the institution's greatest challenge lies in "meeting the growing expectations of Albertans with regard to higher education and research, when our total resources are clearly insufficient to meet the sum of those expectations."

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COMMEMORATIVE SERVICE

To mark the anniversary of the 6 December 1989 slaying of 14 women at the University of Montreal, a commemorative service will be held today (6 December) from noon to 1 pm in Business-Tory Gallery.

Davenport

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There is a general anxiousness that the University offer access to more students and improve the quality of education which each student receives. Others "lament the narrowness of our undergraduate programs, while others call for the training of students for specific occupations." The University's agenda is lengthened by the need for it to be a leader in research, graduate studies, and technology transfer; and to be more active in community service, through contributions to the performing arts and culture generally, health care delivery, and the improvement of primary and secondary education. "And we are to do all these things with operating expenditures per student which have fallen by 20 percent over the last decade, and an annual formula capital grant which in real terms is one-third of its level of six years ago."

Commenting that research is "a tougher sell" than teaching, President Davenport says the University is correct in resisting calls for cutbacks in research. "Over the long run university research provides tremendous benefits to society, and thus we need to continue to make the investment in university research even in hard times." He believes one of the best ways to make that point is to invite members of the external community on campus to meet professors in their laboratories.

While urging the campus populace to press for a higher priority for universities on the government's spending agenda and for increased support for "vital investment in the future which university teaching and research represent," the President states such claims should be made in a context that recognizes the limited resources in the government's hands, as well as the legitimate competing claims for public funds.

"To do otherwise is not simply to reduce our credibility with government, but to cast doubt on our competence or honesty among the wider public, the general community so vital to the realization of our aspirations to excellence. My own view is that the damage to the University from bitter attacks on government by senior administration is not so much from the government's reaction (they are used to such attacks), but rather to our credibility in the broader community. If we build sufficient support in the greater community, government support will surely follow; conversely, if we alienate our friends among the general public, government support will not be forthcoming."

Dr Davenport intends that the report, circulated on campus a few days ago, be the first of a series of annual reports from the President, to be released publicly each fall and discussed at meetings of General Faculties Council, the Board of Governors, and the Senate. He says each report will "look ahead as well as back, and consider a limited number of major issues facing the University."

Copies of the President's Annual Report are available from the Office of Public Affairs, 423 Athabasca Hall.

Winspear

Continued from page 1

Business Dean Jean-Louis Malouin said the gift will be invested in maintaining the Faculty's human capital. The income from the endowment will give us a competitive edge in retaining staff and in recruiting topflight staff and will fund the four senior fellowships, he noted. He also said the Faculty was about to receive a gift of \$15,000 from the Institute of Chartered Accountants of Alberta, the lion's share of which will be used to enhance the Winspear Business Reference Room.

The 1915-16 academic year marked the establishment of the School of Accountancy within the Faculty of Arts and Science. The first BCom degree program was introduced within the Faculty of Arts and Science in 1921. The School of Commerce was formed in 1928; two years later, the 79 students in the program were being taught by only one instructor, Francis Winspear (he did get some assistance from professors from Economics and Law).

The School of Commerce's curriculum was revised in 1959 (Hu Harries was Dean) and Faculty status was soon to follow. Enrollment stood at 257, with a full-time academic staff of six. In 1964-65 the name that emerged was the Faculty of Business Administration and Commerce. The MBA program came on stream that year, as well.

Another milestone was recorded in 1968 when the Faculty received accreditation by the American Association of Collegiate Schools of Business, the first business school in Canada to gain such accreditation.

Heavy enrollment in the seventies prompted the implementation in 1977 of a quota in order to deal with the demand and maintain a high level of instruction. The MPM program, one of the first in Canada, was introduced in 1982. In 1982, the Faculty became known as the Faculty of Business and the first true Business Building was officially opened. (The Faculty had been housed in the Arts Building, staff suites on 87 Avenue, Assiniboia Hall, Athabasca Hall, Athabasca Annex, South Laboratory, and Central Academic Building.)

Today the Faculty of Business teaches 1,800 undergraduates, 107 full-time MBA students, 153 part-time MBA students, seven full-time MPM students, 22 part-time MPM students, and 41 PhD students. The staff is made up of 150 full-time instructors and 23 part-time instructors.

ACROSS CANADA

U OF C EARNS TOP MARKS FOR EMPLOYMENT EQUITY

The University of Calgary was the only university among 10 organizations this year to be given an award by the Federal Contractors Program. The award was given because of the university's efforts in establishing and implementing an employment equity program. The U of C is now developing employment equity plans at the faculty and unit level.

HARVARD PROF ALSO HAD ADVICE ON UNIVERSITY SCENE IN CANADA

Mass media attention focused on Harvard Professor Michael Porter's *Canada at the Crossroads* report on Canadian business competitiveness. But he also had some advice for universities in the report prepared for the federal government.

Dr Porter suggested: universities be given more autonomy in setting tuition fees; science and technology programs be given more money; business provide more direct input into university course development; and systemic barriers that are found in policies, institutions and attitudes be broken down.

UBC ALUMNI SET TO TAKE ON CABINET RESPONSIBILITIES

The recent provincial election in British Columbia installed a New Democratic Party Government. Almost half of the people, including Premier Mike Harcourt, appointed to cabinet positions are graduates of the University of British Columbia.

WESTERN STILL REELING FROM NEWS FURTHER CUTS REQUIRED

A further 1.9 percent budget cut may have to be implemented at the University of Western Ontario and absorbed in the university's 1992-93 year. The university is already coping with a three-year, 10 percent budget cut. And the clawback announced recently by the provincial government will mean Western will have to return more than \$800,000 of the money it received this year.

KNAPPER WILL HEAD QUEEN'S TEACHING CENTRE

Queen's University's \$2.25 million centre devoted to improving teaching techniques is expected to open in January next year. The Instructional Development Centre will be directed by Christopher Knapper, formerly a member of the University of Waterloo faculty. Improving the quality of university teaching has long been one of his leading interests.

The Centre will offer workshops, seminars, individual consultation, and training for tutorial assistants. It will maintain a library and publish a newsletter.

GUELPH DOES WELL IN NSERC STRATEGIC GRANTS

The University of Guelph was awarded a record \$2.6 million in the Natural Sciences and Engineering Research Council's strategic grants competition. Together, researchers at Guelph and the University of Waterloo captured nearly 15 percent of the funding awarded by NSERC.

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OFFICE OF PUBLIC AFFAIRS,
423 ATHABASCA HALL
UNIVERSITY OF ALBERTA, EDMONTON,
ALBERTA T6G 2E8
TEL: (403) 492-2325 FAX: 492-2997
MTS - TJMH PROFS - ZZOPA

All enquiries and correspondence should be directed to:
RON THOMAS: EDITOR
MICHAEL ROBB: ASSISTANT EDITOR

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Canadian Cold Buster inventor Larry Wang samples the product of his research. Human trials have shown a 50 percent improvement in cold tolerance against the onset of hypothermia.

Get a (warm) leg up on winter

People out in the cold for lengthy periods now have something more substantial to bite on than the proverbial bullet.

The Canadian Cold Buster is a bold new snack bar that gives off quick energy to help keep the body warm. Just placed on the market nationally, the bar is already garnering testimonials. Fingers may get a little cold unwrapping it but once that's done and the Cold Buster is digested, it's simply a matter of waiting about 15 minutes for the bar's carbohydrates to kick in. The Cold Buster then helps the body burn its own fuel (fat stores) and, presto, cold weather becomes easier to take. (Recommended usage is one bar every 1 1/2 to 2 hours while an individual is engaged in outdoor activity.)

"I just want people to try it and then make up their mind about it," says Larry Wang (Zoology). He developed the Cold Buster for the Canadian

Armed Forces but realized that it had the potential to become the snack of choice of outdoor workers, travellers, and sports and recreation enthusiasts. Professor Wang, who has spent 15 years researching energy and fat metabolism, says early sales at 7-Eleven and Shoppers Drug Mart stores and various sport shops in the province have been brisk.

The Cold Buster sells for under \$2. It's manufactured by Okanagan Dried Fruits Ltd of Okanagan Falls, British Columbia, and is being distributed by the Bennett Agencies of Calgary, Vita-Health of Winnipeg, and Crown Star of Edmonton.

The University's Intellectual Property and Contracts Office helped negotiate an agreement on joint ownership of Professor Wang's technology which is being patented internationally.



University
of
Alberta

Stuart Smith says universities must change or governments will call the shots

Quebec will likely be first to demand more accountability, he says



Stuart Smith—the physician prescribes remedies.

Faced with the need to produce more for less, most industries have put more resources into research and development, developing new technology and innovation, says Stuart Smith.

"The university industry, strangely enough, faced with the challenge of teaching more with less money, has not done research into how to teach more productively, has actively discouraged such research, and has allowed its teachers to teach less when faced with this challenge," says Dr Smith, the author of the recently released Commission of Inquiry on Canadian University Education.

"The universities have done the exact opposite," said Dr Smith, who was in the province last week conducting a workshop with Athabasca University faculty. "Universities have simply not put the time, effort or reward system behind those who would like to innovate in the teaching system."

Methods such as computer-assisted learning, self-directed learning, small-group learning and distance learning might result in more people being educated for less money,

Dr Smith said. Distance education is a proven method of saving money, he said, noting that Athabasca University's services are not used solely by people in remote areas. Calgarians and Edmontonians also subscribe to the institution's offerings.

Reiterating much of what he said in his report commissioned by the Association of Universities and Colleges of Canada, Dr Smith said professors have felt, generally, that their own prestige depends on what they publish. They turn to people in their own field through publishing. Universities have undervalued teaching when considering issues such as tenure, salaries and rewards.

"The government has to demand of universities that teaching be treated even-handedly, otherwise the force of seeking the respect of your peers within specialties is so great that there's nothing to counterbalance it on behalf of the student," he warned. "Only the government can do that. Universities will not stand up for teaching, because its fame depends indirectly on the fame of its individual members."

He said governments must take the report, and demand that universities compile the facts and figures which would show whether they're doing their teaching effectively and demand accountability. "If the government doesn't oblige the universities to produce these measurements, then you may be sure no serious improvement will occur."

Chris Nash, Vice-President (Academic) at Athabasca University, said there is a developing body of scholarship on teaching effectiveness. Universities do not remain innovative by continuing to do what they've always done, said Dr Nash, noting that Athabasca is now in the process of generating ideas that will enhance learning by using innovative methods. Universities will have to look at their incentive systems and build accountability into everything they do.

Dr Smith said academics aren't wrong when they say the shoe is pinching. "However, where they are wrong is in their belief that they have been singled out for this harsh treatment. The truth is hospitals are suffering just as much. Municipalities are unable to repair their roads, bridges and sewers. People living on welfare, or single parents on parents' allowance, are finding it virtually impossible to make ends meet."

"I have to remind them [professors] if they each taught one extra hour per week in the classroom, that would save many millions of dollars which would result in smaller class sizes, more books in the library and better repairs to buildings."

On his controversial suggestion that tenure be redefined to allow for dismissals when downsizing occurs or departments close, Dr Smith said some collective agreements may already allow for his suggestion. "It may be that the government will have to intervene with a different definition."

Have universities been lukewarm in their responses to the Smith Report? Dr Nash said that's not the case among academic vice-presidents.

"Let's be frank about this, the interesting question is whether the AUCC would do it again. I suspect not," Dr Smith said. "But ask me this question three years from now. What I've provided for them is a blueprint for a better relationship with their society and government. In the longer run, by doing things in better balance, they [universities] will retain the right to be active scholars while they teach, whereas by abusing that right, they may well lose it. I'm trying my best to save the universities from themselves."

"When I said the patient was basically healthy, the patient acted like a hypochondriac," said Dr Smith, who is a physician.

"It's a question of balance. As long as people have the feeling that the teaching is being taken very seriously, they will gladly pay for the research. But when they get the sense that the research has become an end in itself, they will begin to ask 'how much of that do we really need?'"

Asked about provincial governments' response to his report, Dr Smith said some governments feel there's enough bad news already, there's no money, and they're wondering about becoming embroiled in a fight with universities. "That's the easy way out which helps nobody." Other governments are studying the report closely, and will be insisting on accountability. "If I had to guess, I'd say Quebec is going to demand accountability, and use criteria similar to those I'm suggesting."

Political scientist foresees better days for aboriginal rights in BC

Interim agreements will prevent many cases from ending up in courts, Paul Tennant says

A prominent British Columbia political scientist says there have been some fundamental political changes in the province, and now most people are generally in favour of negotiating aboriginal land claims.

Paul Tennant, a political scientist at the University of British Columbia who spoke here recently, said aboriginal demands have been met on the process that will guide the settlement of aboriginal land claims. Furthermore, the two levels of government have also agreed, and now they're simply bickering over money issues.

Dr Tennant said the politicians have regained control of the political agenda on aboriginal affairs in the province and incoming Premier Mike Harcourt and his Minister of Aboriginal Affairs, Andrew Petter, have shown a genuine interest in settling claims. "I suspect that there'll be a great emphasis on symbolic recognition of the inherent right to self-government, and there'll be an emphasis on the process as well."

If the process established works to aboriginal people's satisfaction, they would rather negotiate than go to court to settle claims, Dr Tennant said, adding that interim agreements would likely "prevent a lot of cases from going to the courts."

"The federal and provincial politicians responded to the decision with mere platitudes."

He estimated that there would likely be 30 separate claims areas in the province and no umbrella agreement is envisioned for the province, unlike in the Yukon. The absence of treaties in British Columbia is the key political factor in interpreting political events in the province, Dr Tennant explained.

The author of *Aboriginal peoples and Politics: the Indian land question in British Columbia, 1849-1989* said the courts have now been bypassed and politicians have distanced themselves from the 8 March ruling by the province's Supreme Court.

In *Delgamuukw (Muldoe) et al. versus Regina in right of British Columbia and Attorney General of Canada*, 35 Gitksan and 13 Wetsuwet'en hereditary chiefs attempted to claim ownership and jurisdiction over 22,000 square miles of land in northwest British Columbia. The aboriginal claims were dismissed by Justice McEachern save their right to use vacant crown lands.

Dr Tennant said the decision was the exact reverse of what was expected and it was the very embodiment of traditional white views. But the decision, now under appeal, came too late, since the politicians by that time were committed to a process of negotiation. "The federal and provincial politicians responded to the decision with mere platitudes." And within the broader, provincial-wide mass media, only two published sources of support for the decision were noted by Dr Tennant.

Problems will be solved by thinkers and dreamers, Ross says

Graduate students' leader addresses Convocation

What will the new world order look like? "We have now a new world chaos as outmoded regimes collapse without legitimate and coherent structures or systems to fill the void," says Graduate Students' Association President Ken Ross.

Addressing Convocation ceremonies 21 November, at which graduates of the Faculty of Graduate Studies and Research were presented, Ross said, "In Yugoslavia, bitter nationalism motivates a war where there will be no winners. In the Soviet Union and the Republics of the old Union, there is new freedom, but in the climate of economic despair, a fragile freedom indeed."

"At the same time we are witnessing the rise of neo-nazism in Germany, France, and even in the United States," he said. "There is, in short, an undercurrent of racial and ethnic intolerance which threatens our very existence."

On the home front, Ross said the constitutional crisis divides rather than unites Canadians, and in Alberta soaring budget deficits threaten social and educational foundations. Here at the University of Alberta, there are challenges as the institution seems destined for decline.

"You may be leery of a value system which considers highly educated students as nothing more than units of production, grist for the profit mill."

"The tie that binds these divergent themes together is you," Ross told graduands. "You are tomorrow's leaders. You will define the new world order. You will solve the Canadian problem. You will provide the vision. And it will take engineers, educators and entrepreneurs. But it will also take poets, and philosophers."

"The great problems which face us will not be solved by high technology. They will be solved by thinkers and dreamers—men and women with values and vision," he said, adding that students from around the world who have chosen to study at the U of A are living proof of the ability of people to share and learn from one another.

iversity governance: ual authority structure holds sway

Question: When there has been a hit-and-run accident on the highway how do you tell if a dean/president or snake has been hit?

Answer: There are skid marks before the impact if it was a snake.

The story reflects the division between the hierarchy of administrators and the professorial ranks—a division which has not always existed at the University of Alberta or at other universities, but one which has become more common as universities have become large and have chosen leaders for their “management” abilities.

And in telling the story, Roger Smith, professor and former Dean of the Faculty of Business, told Senators at their meeting 22 November, the story teller acknowledges the limitations on his or her authority with the organization. “The reality of dispersed and shared authority in a large and complex organization means that academic policy-making is fragmented.”

Invited to address the Senate and to answer the question: What is the difference between academic and business institutions and why?, Dr Smith directed his remarks to four main areas: setting goals and measuring progress; governance; accountability and sensitivity to markets; and leadership and personnel policies.

“The dispersion of authority to many individuals and the difficulty of providing direction from the centre mean that a consultative and lengthy consensus-building process is needed for new initiatives,” he said. “This lengthy consultative process distinguishes the university from many private businesses, but not from some large and complex organizations.”

Within business organizations, there is a hierarchical structure of authority. That’s not the case in universities where a great deal of power rests with the professorial staff. “The status of top professors is as great or greater than that of a top university administrator on issues of academic policy. Thus, there is a dual authority structure within the university.”

On the issue of goals, Dr Smith said the University of Alberta has—in his view, unsuccessfully—struggled for years to state clear and concise goals. “But clear goals attract conflict in an institution with such diverse constituents. Thus, when goals are stated they tend to be vague and not easy to measure progress against.”

Dr Smith said Edward Shils said it best when he stated the general task of a university should be “the methodological discovery and the teaching of truths about serious and important things.”

In private firms, objectives include market share, return on equity, stock prices and other readily measurable goals. “We claim to measure research output, but do so poorly. We dare make no such claim about teaching effectiveness.”

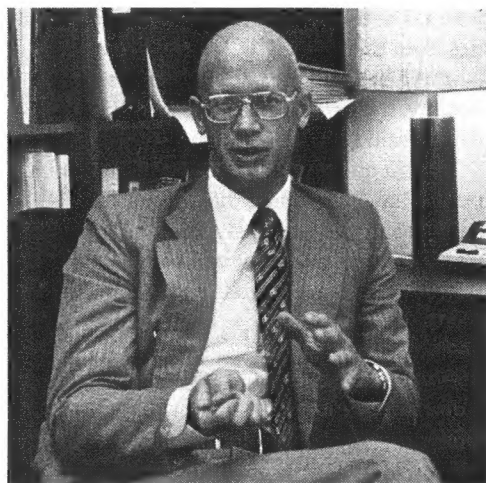
Dr Smith said the main task of any university is the same, but emphasis will differ and specified goals are likely to be somewhat ambiguous. “Progress toward goals pertaining to the quality of teaching and research is difficult, if not impossible, to accurately measure. The informed qualitative judgment of peers may be the best we can do. In this, the university differs in substance from many private sector activities.”

On accountability and consumers, Dr Smith said the public sees educational institutions as insufficiently accountable. This is related to the problem of measuring output. “If we do not understand the technology of how to generate and transfer knowledge, it is difficult to account for our achievements in the shorter run.

“Even over the longer run, living standards in Alberta may more closely reflect movements in commodity prices than the effective development of human capital and research at the university. However, as the recent report by Michael Porter [a Harvard University professor] indicates, inadequacies in education may become more apparent in the future,” Dr Smith said.

Within the private sector, consumers and shareholders hold firms accountable. Dissatisfied consumers can and do shift to other products. But while it is possible for undergraduates to select other programs, the possibility is likely to have little impact on undergraduate programs in a major university, he argued. On the other hand, there is intense competition among universities in the research area.

“Problems of measurement limit the accountability of universities,” he said. “Acceptable output measures, in terms of the



Roger Smith

‘value added’ to students, do not exist. The result is inevitably too much of a focus on research. Even here, researchers must have the right to fail, or to make incremental contributions, the benefits of which are not recognized for years or decades.

“There is an inevitable tension between adequate accountability in the public’s eyes and the effective pursuit of this University’s motto: ‘Whatsoever things are true’.”

Turning to leadership, Dr Smith said successful academics begin their care due to a love of teaching and/or research. “They do not want to be managers. The public perception, as often heard from the business community, is those who cannot do, teach. Academics may extend this one step further: those who cannot teach or do research, manage. Any academic administrator is suspect. So, it is important that she or he be in the job only reluctantly, for the first love must be teaching and research. If it is not, then the ability to understand fellow academics is in question. Leaders in other private sector organizations may be seen differently.”

The second difference is that academic administrators often come to their positions with limited management experience. Few climb the hierarchy, or remain in management positions.

Within the university, leadership and strategic planning is limited. First, presidents, vice-presidents, and deans are in their positions for relatively short periods, periods often

too short to include much of the period a plan may cover, particularly when the time to formulate the plan is included. Second, where goals lack clarity and where measurement is difficult, a high degree of specificity is suspect. And third, the diversity of individual interests in the university, means that the interest in, and support for, comprehensive planning will be limited.

Dr Smith said it is true that tenure causes management problems for university leaders. It has been abused by a few faculty in the past. It creates rigidities. And it is a feature of the university the public does not find acceptable. But tenure gives academics the freedom to fail, enables the university to fulfil its role as a home for seekers of the truth, however unpopular, and is one way of remaining competitive with other institutions in an environment of intense competition for top faculty.

Board Chair Stan Milner commented that, if there is no adequate way of measuring output, doesn’t tenure tend to reinforce the wrong type of behaviour. Is there not a better way of rewarding professors than through the tenure system?

“You’re correct in stating that the concepts of tenure, sabbaticals and coziness of the University are all very much misunderstood and, unfortunately, very much under attack, perhaps more so than the University community really understands,” said Milner. This is occurring particularly during a period of financial restraint and high unemployment, he said. “It comes down to why me and not them.”

Dr Smith said it’s all too easy for people within the University to be seen as apologists for the University. He said the University has to get people like Senate members more comfortable answering these questions. He also said people have to appreciate the importance of peer pressure within the University.

Senate member Desmond Rochfort (Art and Design) said people with tenure don’t get a free lunch; professors’ teaching and research are scrutinized by their peers.

Senator Brian Heidecker said there are two very distinct branches of university operations. Although the academic enterprise is difficult to measure, the other side, mainly the infrastructure, is very measurable. The cost per square foot, the cost per student, the cost of supplying labs and the efficiency and use of those labs are measurable.

“We sometimes kid ourselves that because we are different, we have to do things in a radically different manner,” Heidecker said. “If you really get down to basics you can apply a lot of business principles and procedures, which are going to be essential in the coming years.”

President Paul Davenport said the problems of governance within the university can apply equally to deans, vice-presidents and department chairs. “We come into universities focused on our disciplines,” he said. The President wondered whether there was a growing awareness among faculty of the importance of central administration decisions and resource constraints, and the impact of those decisions on their ability to maintain outstanding departments.

Milner said Dr Smith talked about established academic faculty only. “The other half of the University consists of those who don’t have tenure, that keep the University functioning. When you come to a difficult budgetary problem, who do you fire? That’s a rather chilling thought, isn’t it?”

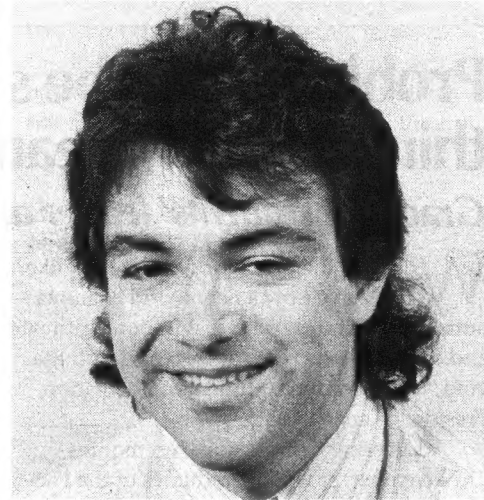
“That’s a long-range management issue for the University,” said Dr Smith. “One of the ways you can deal with it is to allocate a certain proportion of the budget to tenured positions, recognizing that a good bit of what you do is not going to be on a tenured basis. It becomes extremely difficult if you have gone to the point to where nearly all of those who are teaching and researching are tenured. You’ve done away with your flexibility. The fact that we’re in that situation now creates real difficulties, but I don’t think destroying tenure as a concept is the answer.”

Brisebois a double winner of Darcy Tailfeathers Award in Medicine

Johnny Brisebois, a third-year Mohawk medical student, has won the Darcy Tailfeathers Award in Medicine for the second consecutive time. He was presented with the award by the Dean, Doug Wilson, at a ceremony at the Faculty Club 15 November.

Dean Wilson, who addressed a gathering which included members of the Tailfeathers Family, made reference to Brisebois’ academic achievements, his athletic ability (he played Junior B hockey in Quebec and currently plays for the Faculty of Medicine) and his activities relating to the field of Indian health. In the past year he was instrumental in organizing the founding meeting of the Canadian Indian and Inuit Physicians Association, held at the University of Alberta in January 1991. He also helped coordinate Traditional Healing Day, which was sponsored by the Faculty of Medicine in September. During the summer Brisebois did an elective in Moose Factory working with Indian patients.

The Darcy Tailfeathers Award was established in memory of the first native medical student at the U of A who died in an automobile accident in 1987 in the third year of his studies. Lester Tailfeathers, Darcy’s father, presented both Brisebois and the Dean with a piece of original Indian art. He praised Brisebois as an outstanding role model for Indian youth and called Dean Wilson an important friend of Indian people because of his strong support for increasing the number of native physicians and his interest in Indian health issues.



Johnny Brisebois

This University’s Faculty of Medicine is the only one in Canada to offer a scholarship to native medical students. It is one of four medical faculties to have a program to recruit native students. Through the efforts of Anne-Marie Hodes, the coordinator of the program, eight native students are currently enrolled in the MD program, the highest enrollment in the country.

Data from employment equity survey will be compared to Census Canada data

The Office of Human Rights continues to receive numerous questions concerning the University's employment equity policies and programs. Fran Trehearne, the office's director, has asked for occasional space in *Folio* to deal with some of the more commonly asked questions on the assumption there may be more staff and faculty with the same questions in mind than those who have called OHR.

One of the most commonly asked questions since the employment equity survey was distributed really has little to do with the survey itself. Many people are curious as to the data with which the results of the U of A's survey will be compared and what questions will arise about the University's work force as a result. Using the language of the federal government's equity program they ask "How will the University of Alberta determine if its work force is representative of the surrounding populations?"

The data to which our survey results will be compared is 1986 Census Canada data, showing the number of people aged 15 and over who worked in 1985 or 1986 by occupational group. We have been provided with data for the Edmonton metropolitan area, for the Province of Alberta, and for Canada as a whole. Once the 1991 Census is tabulated, we will receive that updated information and we will need to update our comparisons.

Before conducting the employment equity survey, every continuing staff and faculty position at the University was coded into one of the more than 6,000 standard occupational definitions used by Census Canada. Once all of the survey responses are entered into the equity database, a report will be produced showing how many respondents work in a given occupation and how many of those respondents saw themselves as fitting into one or more of the designated groups, that is, aboriginal people, persons with disabilities, members of visible minorities and women. This data can then be compared with the appropriate Census Canada data.

Since the data from the U of A is not yet available, it may be helpful to illustrate the kind of comparison involved by using the survey results of a fictional employer. For the sake of simplicity, assume that this employer, the Arrowroot Aircraft Company, is located in Edmonton and employs members of only two occupations, namely foremen/women in electronic equipment installations and aircraft fabricators. The employers' census data for the two occupations looks like this:

Standard Occupational Title	Total	Female	Male	Aboriginal	Disabled	Visible Minorities
Foremen/Women	5(100)	0(0)	5(100)	0(0)	0(0)	1(20)
Fabricators	20(100)	4(20)	16(80)	0(0)	0(0)	0(0)

all bracketed figures are percentages

The decision as to whether to compare the data for any particular occupation with local, provincial or national Census Canada data is made by asking how broadly the recruitment area would be if a vacancy occurred in that occupation. At the University of Alberta, if we were in need of a clerk-typist we would recruit locally or in the Edmonton metropolitan area. An accountant or architect might be the object of a province-wide search. Faculty positions are, by Board of Governors policy, advertised nationally.

At Arrowroot Aircraft, it turns out that neither foremen/women or fabricators are easily available in Edmonton or Alberta, thus

forcing national recruiting. The 1986 Census Canada national data for these two occupations looks like this:

Standard Occupational Title	Total	Female	Male	Aboriginal	Disabled	Visible Minorities
Foremen/Women	1460(100)	245(16.8)	1215(83.2)	10(0.7)	0(0)	50(3.4)
Fabricators	5875(100)	725(12.3)	5150(87.7)	90(1.5)	0(0)	850(14.5)

all bracketed figures are percentages

What can be said about the Arrowroot company and what questions might Arrowroot want to ask itself on the company's survey results and the Census Canada data?

1) The Arrowroot Company is a relatively small company with relatively small numbers of employees in each of its two occupational groups. It is important therefore to be careful in drawing any hard and fast conclusions, since the loss or appointment of one employee from any of the designated groups can change the proportion of that group in the occupation significantly.

2) At Arrowroot, females are not represented in the foremen/women group. Since the appointment of a single female to this group would make Arrowroot representative, it might be worthwhile to examine this occupational group in a historical sense to see if the lack of female representation is a continuing problem or just a blip.

3) The number of aboriginal foremen/women is very small in all of Canada. While Arrowroot might be said to be unrepresentative, the problem may be one of supply.

4) With respect to visible minority foremen/women, Arrowroot has attracted one of a relatively small number of such people to its staff. It might be interesting to know how long that person has been with the company, what attracted him to Arrowroot and what makes him stay.

5) With respect to aircraft fabricators and gender, Arrowroot can be said to be representative. It may wish to examine the reasons for its success in recruiting and retaining female fabricators.

6) Arrowroot does not have any aboriginal aircraft fabricators on its staff. There is only a small number of aboriginal aircraft fabricators in Canada, but overall, looking at both the foremen/women and the aircraft fabricators, Arrowroot, on the face of it, appears to have some difficulty recruiting or retaining aboriginal staff. Further examination may be in order. What perceptions do aboriginals have of Arrowroot? Where are the aboriginals who work in the industry geographically located? Are there policies and practices at Arrowroot which discourage aboriginal employment?

7) Arrowroot appears to be having some difficulty attracting or retaining aircraft fabricators who are visible minority group members. It may be worthwhile expending some energy in determining why. Perhaps the information gathered concerning the visible minority foreman will be helpful.

8) Clearly the two occupations represented at Arrowroot are male dominated in Canada and within that male domination aboriginals,

disabled persons, and visible minority group members are either unrepresented or represented in very small numbers. Arrowroot may wish to ask itself what it could do by way of training programs and other such means to begin to change that domination and possibly secure for itself a group of quite dedicated and committed employees.

This a simple example demonstrating how the equity census data is used by employers.



Another \$12,000 is needed for the University of Alberta to meet its United Way goal of \$225,000. Please consider joining other members of the University community in supporting United Way.

PATTENDEN TO GIVE 1991 BIO-MÉGA LECTURE ON MONDAY

Gerald Pattenden, the Sir Jesse Boot Professor of Organic Chemistry at the University of Nottingham, will present the Chemistry Department's 1991 Bio-Méga Lecture.

Professor Pattenden, an international figure in the area of synthetic organic chemistry who has made important contributions to the synthesis of a remarkably wide range of compound classes, will discuss the development of radical reactions for contemporary synthesis.

The Fellow of the Royal Society will give his lecture Monday, 9 December, at 11 am in V1-07 Physics Wing.

EVENTS

EXHIBITIONS

BRUCE PEEL SPECIAL COLLECTIONS

Until 21 February

"Twilight of the Raj"—an exhibition of books on the British in India with some letters to Lord Curzon. B7 Rutherford South. Hours: Monday and Friday, 8:30 am to 4:30 pm; Tuesday to Thursday, 8:30 am to 6 pm; Saturday, noon to 5 pm; Sunday, closed.

FAB GALLERY

Until 15 December

"Keith Rose, Recent Paintings"—final visual presentation in partial fulfilment of the requirements for MVA. Gallery hours: Tuesday to Friday, 10 am to 5 pm; Sunday, 2 to 5 pm; Saturday, Monday and statutory holidays, closed. 1-1 Fine Arts Building.

MCMULLEN GALLERY

Until 27 January

"Sand, Fire and Light"—an exhibition, curated by E Ross Bradley, of work by contemporary Albertan glass artists John Norton, Helen Kovacs, Mark Gibeau, Lorie Hedemark and Barbara Pierce. Gallery hours: Monday to Friday, 10 am to 4 pm; Saturday and Sunday, 1 to 4 pm (subject to availability of volunteers). Information: 492-8428, 492-4211. Walter C Mackenzie Health Sciences Centre.

MUSIC

DEPARTMENT OF MUSIC

7 December, 8 pm

Encounters II Concert—works by Mozart, Baker, Beethoven and Rorem. Tickets: \$7/adults, \$5/students and seniors.

8 December, 8 pm

The Madrigal Singers and the Concert Choir join Pro Coro Canada and the Edmonton Symphony Orchestra. Tickets: ESO Box Office and BASS outlets. Jubilee Auditorium.

9 December, 5:30 pm

Student Chamber Music Performances.

10 December, 8 pm

Graduate Student Composers' Concert—Alfred Fisher, coordinator.

All events take place in Convocation Hall, Arts Building, unless otherwise noted.

SPORTS

VOLLEYBALL

6 and 7 December

Bears North Am Tournament

Call 492-BEAR/492-2327 or the "Talking Yellow Pages" at 493-9000, code 3250, for more information.

CAPITAL EQUIPMENT PURCHASES

A program exists to provide the carryover of unspent capital equipment funds into the next budget year. This carryforward is limited to the lesser of the expended balance, 15 percent of the departmental capital equipment budget, or \$50,000. Where the balance of unexpended funds is sufficient, commitments incurred by purchase orders placed before 31 December 1991 will be allocated a carryover equivalent to the amount of the commitment.

Where the balance of the unexpended and/or committed capital equipment budget is currently in excess of the foregoing limits, staff are urged to place the purchase orders for their further needs now to help ensure that delivery is effected before 31 December 1991. The program will not provide a carryover in relation to

commitments placed subsequent to 31 December 1991 other than in instances where a well-documented justification of circumstances merits exception.

Application for exceptions should be submitted to the attention of D Grover, Office of the Comptroller, 492-5894. Final approval on capital equipment carryovers remains with the Associate Vice-President (Facilities), DG Bellow.

Unexpended funds in excess of the limiting factors will lapse into the Vice-President Administration's Capital Equipment Contingency Account.

For additional information, see MAPPS 03-050-015 FLEXCAP - Flexible Capital Expenditures Program.



Another environmental studies workshop planned for January

Environmental studies at the University of Alberta: what do we teach? That was the focus of a workshop 25 November, sponsored by the Environmental Research and Studies Centre.

According to moderator Steve Hrudey (Health Services Administration and Community Medicine), the purpose of the workshop was to bring together people on campus who are engaged in environmental teaching and research. The hope is, he told about 50 participants, that it will stimulate scholarly interaction among these people.

The workshop included 12 presentations from scholars in a variety of disciplines, most of whom explained the nature of their activities and offered suggestions on where improvements could be made in the area of environmental teaching and research.

Cheryl Stein, Administrative Professional Officer for the Environmental Research and Studies Centre, said a number of issues were raised. Younger academics felt, given their heavy workloads, that the older academics may be more established in their fields and have more time to develop interdisciplinary courses and research projects.

Generally, there was a consensus that institutional, faculty and departmental barriers needed to be torn down and that the Centre could play a more active role on campus. Stein said it was also noted that very few women on campus were involved in environmentally-related teaching.

Now that a survey of what exists on campus has been done, another workshop is planned for late January, this time to look at needs, she explained. "The University needs to look at what it's offering and to respond to what the public's asking for."

TALKS

APPLIED MATHEMATICS INSTITUTE

6 December, 3 pm

Peter Crouch, Center for System Science and Engineering, Arizona State University, "Dynamical Interpolation for Mechanical Systems." 657 CAB.

CAMPUS OUTDOOR CENTRE

11 December, 7 pm

"Telemarking and Cross-Country Skiing." Presenter: Track and Trail. Campus Outdoor Centre, P-153 Van Vliet Centre.

CENTRE FOR INTERNATIONAL EDUCATION AND DEVELOPMENT

9 December, noon

Timothy Scarase, sociologist and lecturer at Charles Sturt University, New South Wales, Australia, "Social Justice, Education and the Third World: Issues for Comparative Educationists in the 1990s." 5-180 Education North.

11 December, noon

Dr Scarase, "Current Restructuring of Australian Secondary Education." 5-180 Education North.

13 December, noon

Dr Scarase, "Recent Research on Socialization, Resistance and Schooling in Australia." 5-180 Education North.

COMPUTING SCIENCE

9 December, 3:30 pm

Jim Hoover, "Programming with Constructive Proofs." 619 General Services Building.

10 December, 2 pm

Mitsuru Ishizuka, University of Tokyo, "Fast Inference Mechanisms for Hypothetical Reasoning Systems." 619 General Services Building.

ENGLISH

13 December, 12:30 pm

Sara Munson Deats, University of South Florida and Vice-President of the Marlowe Society of America, "The Villain as Playwright in Marlowe's *The Jew of Malta*." 4-29 Humanities Centre.

INTERDISCIPLINARY LECTURE SERIES IN CULTURAL STUDIES

9 December, 4:30 pm

Gary Kelly, "Gender, Class, and Cultural Revolution." L-3 Humanities Centre.

MATHEMATICS

10 December, 3:30 pm

Victor Snaith, McMaster University, "Determinantal Congruences and the Group-Ring Logarithm." 649 CAB.

PLANT SCIENCE

9 December, 1 pm

Mohyuddin Mirza, "Pathogenicity and Biological Control of Pythium in Greenhouse Cucumbers." 1-06 Agriculture-Forestry Centre.

PSYCHOLOGY

10 December, 10 am

Charles Scialfa, Department of Psychology, University of Calgary, "Age Differences in Visual Search: Selective Attention or Sensitivity." P-319N Biological Sciences Building.

SOCIETY OF EDMONTON DEMOGRAPHERS

6 December, noon

William Johnston, "How Do Canadians and Americans Differ in Their Value Systems?" Meeting Room, Edmonton Main Public Library.

SOIL SCIENCE


19 December, 12:30 pm

Roger Andreiuk, "Conservation Tillage Effects on Selected Soil Properties of Gray Luvisolic Soil in the Peace River Region." 2-36 Earth Sciences Building.

STATISTICS AND APPLIED PROBABILITY

6 December, 2 pm

Agnes Herzberg, Queen's University, "The Relation Between Combinatorics and the Statistical Design of Experiments." 657 CAB.

 This symbol denotes environmentally related seminars/events. If you wish to have an environmentally related event listed in this way, please contact: The Environmental Research and Studies Centre, 492-6659.

POSITIONS

The University of Alberta is committed to the principle of equity in employment. The University encourages applications from aboriginal persons, disabled persons, members of visible minorities and women.

ACADEMIC

CHAIR, FILM STUDIES COMMITTEE

The Film Studies Committee in the Faculty of Arts seeks a new Chair for the Committee and of the Film Studies Program, effective 1 January 1992. This position, open to all tenured members of the Faculty of Arts, normally has a term of three years.

Film Studies is a full degree program in the Faculty of Arts. Duties include calling and conducting full Committee meetings at intervals throughout the academic year; directing the ongoing development of the Program, especially in curriculum; preparing budgets; performing routine administration; being available to students; representing the Program in University councils and to the public; and assisting in the organization of activities, such as scholarly conferences and fundraising projects.

Suggestions of suitable candidates for the position, or self-nominations, should be sent to the Chair of the Film Studies Committee, Professor Paul Dube, 6-7 Humanities Centre (492-1189). Deadline for submission of applications is 16 December 1991.

CHAIR, DEPARTMENT OF EDUCATIONAL PSYCHOLOGY

Applications and nominations are invited for the position of Chair of the Department of Educational Psychology within the Faculty of Education. The department consists of 45 faculty members and is the largest such department in Canada. The department takes pride in its ability to attract graduate students not only from within Alberta but also from across Canada and the world. There are approximately 171 full-time and 75 part-time resident graduate students within the department. The department offers programs in the several areas of Educational Psychology as well as programs in the areas of Hearing Impairment and Severe Disabilities.

The successful candidate for Chair should have an outstanding research record and possess excellent leadership qualities. Applications (including a *curriculum vitae* and names of three referees) and nominations should be submitted by 29 January 1992 to: Dr HW Zingle, Acting Dean, Faculty of Education, University of Alberta, 845 Education South,

Edmonton, Alberta T6G 2G5. The appointment will take effect 1 July 1992.

CHAIR, DEPARTMENT OF ADULT, CAREER AND TECHNOLOGY EDUCATION

Applications and nominations are invited for the position of Chair of the Department of Adult, Career and Technology Education in the Faculty of Education. The department consists of 12 faculty members. There are approximately 130 graduate students, 30 of whom are resident, and 100 diploma students in the department. The department also serves about 500 undergraduate students in an outreach program.

Programs in the department prepare students for education positions in instruction, program development and leadership positions in adult and higher education, as well as in English as a second language in school and community settings.

The successful candidate for Chair should have an outstanding research record and possess excellent leadership qualities. Applications (including a *curriculum vitae* and names of three referees) and nominations should be submitted by 29 January 1992 to: Dr HW Zingle, Acting Dean, Faculty of Education, University of Alberta, 845 Education South, Edmonton, Alberta T6G 2G5. The appointment will take effect 1 July 1992.

The incumbent is an applicant for this position.

ADMINISTRATIVE PROFESSIONAL OFFICER, UNDERGRADUATE STUDIES, FACULTY OF EDUCATION

Your challenge: reporting to the Associate Dean (Undergraduate Studies), you will administer the Student Services for the Faculty of Education. Your primary responsibilities will be to provide service to students with respect to admission, promotion and graduation, to maintain and cooperate in the development of systems that support this service to students and to provide leadership to support staff in the provision of efficient, accurate and caring services to students. You demonstrate effective interpersonal and communication skills, have knowledge of the University computerized record system for students and have an ability to understand the detailed specification of educational programs. You will participate in Faculty management by sitting on a variety of committees associated with program planning, by writing reports and draft policy documents, and

RRSP ROOM PARTICULARS

If you filed a 1990 personal income tax return, Revenue Canada Taxation will be sending you a letter in December. The letter will advise you of your RRSP room for 1991, that is, your personal limit for 1991 RRSP contributions. It will be sent to the home address that you noted on your tax return. If your address has changed since that time and you have not notified Revenue Canada you may not receive the letter. If you do not receive it for this or any other reason, Revenue Canada will not remail or send you a duplicate copy. In this case you must personally contact Revenue Canada to determine your RRSP limit.

Your 1991 RRSP room is calculated as follows: 18 percent of all "earned income" from all sources on your 1990 personal income

return (to a maximum of \$11,500) (refer to your 1990 income tax guide or contact Revenue Canada Taxation for a definition of what constitutes earned income) less your accumulated pension adjustments from box 52 of all your 1990 T4s.

The University of Alberta Payroll Office (492-3207) will be in a position to explain how your 1990 pension adjustment (PA) amount was arrived at on your 1990 T4, however, questions relating to your PA from other employers must be directed to that employer. Questions about earned income and other matters should be directed to Revenue Canada Taxation (423-3510).

by liaison with teacher education stakeholders.

You should have a minimum education of an undergraduate degree combined with relevant experience. The salary range and Hay Point assignment for this position is currently under review.

Application and *curriculum vitae* must be submitted by 31 December 1991 to: Dr D Sande, Associate Dean (Undergraduate Studies), 836 Education South, University of Alberta, Edmonton, Alberta T6G 2G5.

ASSISTANT MYCOLOGIST

An assistant mycologist is required at the University of Alberta Microfungus Collection and Herbarium (UAMH). Under a contract continuing for two years, the incumbent will fulfil the requirements of the contract (primarily distribution of cultures), provide support for, or conduct, research on systematics of microfungi, and perform curatorial tasks related to culture collection maintenance. Candidates should demonstrate knowledge of fungus identification and pure culture techniques, work with a high degree of accuracy and show good organizational skills. Computer literacy, and collections-related experience would be assets. The position could be filled at the master's or PhD level or provide postdoctoral training. Salary range, \$14.12 - \$16.15/hour. One of Canada's foremost culture collections, the UAMH provides excellent working conditions at the scenic Devonian Botanic Garden. The Garden is located 25 km from cam-

pus and is not accessible by public transport; nor is transportation provided. Deadline for applications is 31 December 1991. Apply by sending a *curriculum vitae* or résumé and the names of three referees to: Lynne Sigler, Curator, U of A Microfungus Collection, Devonian Botanic Garden, Edmonton, Alberta T6G 2E1. Telephone (403) 987-3054, Fax 987-4141.

SUPPORT STAFF

To obtain further information on the following positions, please contact Personnel Services and Staff Relations, 2-40 Assiniboia Hall, telephone 492-5201. Due to publication lead time and the fact that positions are filled on an ongoing basis, these vacancies cannot be guaranteed beyond 6 December 1991. For a more up-to-date listing, please consult the weekly Employment Opportunities Bulletin and/or the postings in PSSR.

Positions available as of 6 December 1991.

The limited number of vacancies is a result of the current Support Staff hiring freeze.

Applications for regular operating budget funded University positions (both full-time and part-time) are initially restricted to current bargaining unit employees. This is due to the current hiring freeze. Applications may be accepted from external applicants for some positions after internal staffing has been explored.

The salary rates for the following positions reflect adjustments in accordance with the terms for the implementation of the Pay Equity Program.

CLERK STENO (Grade 4) (Part-time Recurring), Food Science, (\$1,456 - \$1,794) (prorated)

SECRETARY (Grade 5) (Trust), Environmental Research and Studies Centre, (\$1,855 - \$2,298)

SECRETARY (Grade 7), Educational Psychology, (\$2,210 - \$2,769)

OFFICE SERVICES SENIOR CLERK (Grade 7), Office of the Comptroller (Payroll), (\$2,210 - \$2,769)

FOOD SERVICE WORKER (Delicatessen Manager) (Grade 8) (40 hour/week), Housing and Food Services, (\$2,730 - \$3,441)

ADMINISTRATIVE ASSISTANT (Contracts Administrator) (Grade 8), Intellectual Property and Contracts Office, (\$2,389 - \$3,011)

ADMINISTRATIVE ASSISTANT (Grade 10), Library, (\$2,783 - \$3,549)

DENTAL TECHNICIAN (Grade 10), Restorative Dentistry, (\$2,783 - \$3,549)

The following positions retain salary rates in accordance with the previous classification system and pay plan.

CLERK TYPIST II (Part-time/Temporary), Housing and Food Services, (\$6.95 - \$9.26/hour)

CLERK TYPIST III (Full-time/Temporary), Housing and Food Services, (\$10.32/hour)

SECRETARY (Trust/Term to 31 August 1992), Faculty of Medicine, (\$1,744 - \$2,228)

TECHNICIAN (Trust/Term), Medicine, (\$1,808 - \$2,324)

PROGRAMMER ANALYST II (Trust/Term), Computing Science, (\$2,639 - \$3,429)

AWARD OPPORTUNITIES

THE QUEEN ELIZABETH SILVER JUBILEE ENDOWMENT FUND FOR STUDY IN A SECOND OFFICIAL LANGUAGE AWARD PROGRAM

Field of study: Open. Translation programs are excluded. Value: \$5,000 and transportation expenses of one return trip between the recipient's place of residence and the university to be attended. Number: The University of Alberta may nominate one candidate to Ottawa. Ottawa in turn will select a minimum of six recipients. Conditions: Candidates must be Canadian citizens or permanent residents and be currently enrolled in the second or third year of their first undergraduate university program. Candidates must have sufficient ability in their second official language to pursue their studies in that language. In addition to having good academic standing, candidates must also be well-motivated and adaptable. Preference will be given to candidates who wish to study at

another educational institution, in a milieu in which their second official language is predominant. Where tenable: At any Canadian university which is a member of, or affiliated to a member of, the AUCC and which offers instruction in the student's second official language. Courses must be undertaken on the campus of a Canadian institution in Canada. Apply: Applications are available at the Office of Student Awards, 252 Athabasca Hall. Deadline: 24 January 1992.

NSERC UNDERGRADUATE STUDENT RESEARCH AWARDS TARGETED TO WOMEN STUDENTS

Value: \$3,200 (\$800/month for four months). This program of Undergraduate Student Research Awards has been instituted for women undergraduates in the physical sciences and in engineering. Eligibility: A candidate must:

- be a female Canadian citizen or permanent resident;

- be currently registered as a full-time student in an eligible undergraduate program in the physical sciences or engineering;

- be registered in a bachelor's degree program leading to an honors degree or a degree with a major;

- not be registered in a general or professional degree program;

- as of 1 May 1992, have completed the first year of an undergraduate program in physical sciences or in engineering;

- not have started a graduate program;
- received at least first-class standing to date.

Deadline date: 20 January 1992. This deadline is for the Office of Student Awards - your Faculty/Department may have an earlier deadline in order for applications to be ranked before being sent to Student Awards.

If interested in this award, please contact the Chair/Dean of your Department/Faculty or the Office of Student Awards, 252 Athabasca Hall.

The Academic Women's Association is now accepting nominations for the

AWARD

Every member of the university community is eligible to nominate a University of Alberta woman in recognition of her contributions to the betterment of women in the University community, either through the course of her career or through her dedication to current activism.

Send your nominations to:
Sandra Niessen, 115 Home Economics Building,
by 1 February 1992.

An evening to celebrate the AWARD winner is planned for the spring.

JAVA TASTE



- Sugar free, Salt free, No cholesterol
- No artificial flavours or colours added
- Less than 2 calories per serving
- 1.25 ounce bottle will flavour more than 100 six ounce cups of coffee, tea or other beverages

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Old Strathcona Coffee Factory
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"Flavor-Mate® Adds Gourmet Flavour in an Instant"

Flavor-Mate® All Natural Gourmet Flavour adds extra-

ordinary "brewed-in" taste and aroma to coffee, tea and other beverages.

Just a few drops brings Dutch Chocolate, Amaretto or 10 other delicious gourmet flavours right to your cup.

ADS

ACCOMMODATIONS AVAILABLE

VICTORIA PROPERTIES - Experienced, knowledgeable realtor with Edmonton references will answer all queries, and send information. No cost or obligation. Call (604) 595-3200, Lois Dutton, Re/Max, Ports West, Victoria, BC.

VISITING TORONTO? Stay in our restored home. Minutes to University of Toronto. Weekly rates with kitchen/livingroom from \$290. Bed and breakfast from \$50 daily. Ashleigh Heritage Home, (416) 535-4000.

SALE - Condominium living at its best! Two bedrooms plus den, tastefully decorated, security system, underground parking. Sunny south unit. Quick, easy bus service to University. Ann Dawrant, Spencer Realty, 435-0808.

RENT - Glenora, newly painted two bedroom bungalow, available immediately. Double garage, four appliances, \$1,000. 454-6292.

RENT - Near University, elegant three bedroom semi-bungalow, furnished, \$775. Call 438-0213.

RENT - Bungalow for responsible tenant with references. \$775 plus utilities, 436-3340.

RENT - To mature couple, west end ravine bungalow, 1 January - 15 April. Twelve minutes from University. Moderate rent/utilities, 483-8678.

RENT - Semi-furnished three bedroom, energy-efficient home on seven acres near North Cooking Lake. Secluded setting amongst spruce trees. Garage/workshop. References, \$925/negotiable. Call John, (604) 433-8190 evenings.

SALE - House, two acres, near University Manitoba. Three bedroom, garage, sun room. Modern, secluded, quiet. Freeway access. \$110,000, 461-2935 (Edmonton).

ACCOMMODATIONS WANTED

WANTED URGENTLY - Windsor Park family home for super professional family, minimum three bedrooms. Valerie Cload, 435-0808, Spencer Realty.

GOODS FOR SALE

CASH PAID FOR APPLIANCES, 432-0272.

FOR SALE - "Fruitwood" dining room suite, \$4,000. Phone 484-2193, after 5:30 pm.

SALE - YAMAHA GRAND PIANO (G3), 6 foot. Ebony satin, excellent condition, \$13,000. 451-6194.

NEW - IBM P-70 386 portable computer. 492-3619.

SERVICES

DONNIC WORD PROCESSING - Since 1978, specializing in theses, manuscripts, etc. 453-2769.

COMPUTERIZED LITERATURE SEARCHING - Expert information retrieval by experienced scientist. All areas. Requests accepted by phone. No red tape! Competitive rates. Satisfaction guaranteed. JL Citation Services, 487-8652.

DAVID RICHARDS CARPENTRY - Certified journeyman NAIT. Complete interior and exterior residential renovations including plumbing and electrical. References available. 433-6369.

PROFESSIONAL TYPIST - Word processing. Specializing in theses, dissertations, manuscripts. Gwen, 467-0515.

AD HOC BUSINESS SERVICE - Word processing/laser print. Medical and general transcription, letters, reports, theses, résumés, manuscripts. 451-3315.

Continued on page 8

DENNIS ELLERMAN WOOD-
WORKING - Interior and basement
renovations, bookcases and cabinet
work. Repairs and restorations. Experi-
enced, reliable services, references
available. 466-5941.

BACK BASICS remedial therapy,
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